



## UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

### REGION 6

1445 Ross Avenue, Suite 1200  
Dallas, Texas 75202-2733

# STATEMENT OF WORK FOR Leadership Development Program (LDP) for Managers

April 21, 2006

## 1. BACKGROUND

In 2002, the Office of Management and Budget released *The President's Management Agenda*. In his agenda, the President presented a strategy for improving the management and performance of the federal government. As EPA had earlier recognized a similar need, our commitment to invest in our employees was already outlined in EPA's *Strategy for Human Capital*. This strategy specifies the need for organizational leadership and development in order to be a high-performance organization.

Since a high-performance organization must first define what it wishes to accomplish and the kind of organization it wants to be, EPA Region 6 has reaffirmed its vision to lead the way in environmental protection. With that vision comes our commitment to create a culture that grows and promotes the leaders required to accomplish our vision.

Leadership development is essential because leaders are essential. Organizations expect their leaders to define success and deliver results. Now is the ideal time for reevaluation of the skills necessary in such key positions, given the increasing number for retirement eligible senior managers. Tomorrow's leaders require more than technical skills. Tomorrow's leaders need external awareness, strategic thinking, creativity and innovation, conflict management, cultural awareness, coaching and feedback, accountability, business acumen, as well as skills in influencing, negotiating and oral communication. These are the skills that will be emphasized in the Region 6 Leadership Development Program (LDP) for Managers.

## II. PURPOSE

The purpose of this Statement of Work (SOW) is to set forth the requirements for implementation of a training program for Mid-Management and Team Leaders. Mid-Management is defined as "those responsible for the execution and interpretation of policies, and normally responsible for the operation of divisions or departments." Team Leader is defined as "those who coordinate and monitor activities of workers engaged in carrying out the daily work activity of the division or departments and is responsible for providing guidance and organization for the team members."

In a recent survey it was reported that 50% of EPA's Senior Executives workforce will be eligible to retire by the year 2007. The loss of the Agency's senior managers could result in a loss of leadership continuity, institutional knowledge and expertise if not addressed quickly. We need to prepare EPA's future leaders with the skills and expertise to take EPA into the future. Our mission is to obtain

contractors that will provide training to Mid-Managers and Team Leaders on leadership skills and characteristics that that will accelerate the preparation for a new Executive workforce.

The Region 6 LDP Training will offer to Region 6 Mid-Managers and Team Leaders who are in permanent positions at the GS-14 grade or above level with a desire to develop in leadership, who have at least three years of federal service and a good performance standing. The program has been designed to be cost-efficient by having the majority of the training located in Dallas Region 6.

Nominated candidates will participate in a 6 to 18 month program that will involve several modules that will focus on critical leadership skills. These modules will consist of: a Focused Development Plan (FDP), assessment and instruction, group exercises and independent application of learned leadership skills. The training will entail independent individual and group leadership skill development. Program participants will utilize their new knowledge and skills to evaluate agency needs with the goal of developing a concept for a self-study. Participants will have a final evaluation and feedback at the end of the training course. Each program participant will receive valuable feedback and/or evaluation from faculty advisors, with regional management serving as mentors or coaches.

The region has undertaken several major projects directed to restructuring the region's cultural work environment, consistent with the needs of our realigned functional organization. Those projects include:

- An extensive 360-survey process for all levels of management. A series of Organizational Assessments through OPM
- An ongoing curriculum of training events and seminars on numerous performance skill areas such as leadership, teamwork, diversity, communications, career growth and personal development
- Pilot Executive Coaching program with Regional Senior Staff resulting in acknowledgment of needed change and support for continued efforts

### **III. PROJECT DESCRIPTION**

To assist EPA Region 6 in becoming a High Performance Organization by expanding our managerial and leadership skills through positive behavioral changes the LDP for Managers will offer a variety of courses to a class size limited to 20 participants that will enhance their leadership potential and promote executive development. The LDP Training will require an assessment of all participants. The survey will be used as an instrument to develop a FDP and establish goals for reinforcing progress towards a desired change. All vendor performance agreements resulting from this statement of work shall be limited strictly to this project, with no assurance of continued participation. Potential vendors shall review all provisions of this document.

### **IV. SCOPE OF WORK**

The LDP Training course will be developed and presented on the following learning areas, with a particular emphasis on the unique needs for each participant. The supplier(s) in collaboration with the EPA staff will develop the specific learning objectives with the representatives of Deputy Directors. It is the expectation of EPA that the material will be presented in a participatory manner using a method of delivery that starts with the key principles, related case study, case examination, discussion, small group simulations and oral presentations of learning, questions and discussion. In addition, the contractors would be expected to be experienced with adult learning techniques and advanced instructional methods and technology in support of the following learning objectives.

- Tools of supervision (managerial issues and review of Toolbox hot issues)
- Focused Development Plan
- Self-assessment tools such as but not limited to DISC, MESA and Meyers-Briggs
- Managing human capital
- Organization Management
- HR Management (PARs and EEO)
- Cross-cultural awareness (Diversity/Leveraging Diversity)
- Oral & Written Communication
- Collaboration (Customer Service, partnering, negotiating and influencing)
- Strategic Thinking & Problem solving
- Creativity/Innovation
- Entrepreneurship & Vision (Eco Region, Strategic Plan and 300 Day Plan)
- Technical Credibility
- Ethics (Integrity/Honesty and Technical Credibility)
- Time Management
- Art of Delegation
- Problem solving
- Budgeting
- Networking
- Coaching
- Mentoring
- Working with Teams
- Action Learning Team Activity & Self Study

Selected suppliers will be expected to lead course development/completion including the design of student and instructor materials, integrate each block of instruction into an effective program, and present training on the materials that have been developed. With the successful development and implementation of the course, selected suppliers will be expected to delve more deeply into the learning areas of the course and provide supplemental courses that address current and emerging needs in the management and leadership areas.

All training for the LDP will be held at EPA Region 6 Headquarters 1445 Ross Ave Dallas, TX 75202.

The contractor shall provide training that meet the Executive Core Qualifications (ECQ) that is established by the Office of Personnel Management (OPM) under the Core Leadership Curriculum.

### **Course Development and Training Action Plan with Schedules**

The Region 6 LDP Training material shall meet the Strategic Objectives in Attachment II. The contractor(s) will be required to provide the following deliverable products and their related criteria:

1. Provide trainer and training materials meeting the strategic objectives listed in Attachment II.
2. The contractor will identify areas where the trainee needs additional training and development.
3. The contractor will provide the trainee with one or two specific behavioral changes

that could lead to more effective personal leadership.

4. The contractor will help the trainee to develop a FDP that includes the development of an accountability element to insure effective change and a means to continual reinforcement of progress towards sought change.

## **V. Content/Deliverables**

The paragraphs below outline general work assignments that will be placed on the selected supplier(s) upon awarding a contract:

Deliverable 1. Project Plan: Within 30 days of contract award, the Selected Supplier(s) will present a comprehensive project plan that addresses the development/completion of the LDP Training course. The LDP for managers shall detail outcome learning objectives and the method for defining these objectives, evaluation criteria for the attainment of the learning objectives, detail instructional methods, describe support materials, and project a timeline with cost estimates for the development/completion of the course. The timeline will include key milestone dates in which the selected contractor(s) will meet with representatives of Point Of Contact (POC), Training Officer and the Deputy Directors for progress review. The project plan will include a specific date for the course pilot and detail information of how the course will be piloted and evaluated prior to actual rollout to EPA.

Deliverable 2. Development Phase: Within 45 days, the selected supplier(s) will be expected to meet the Strategic Objectives, develop a module training based on participant's FDP. Learning objectives may include the following as an example for the course modules (please see Strategic Objectives Attachment II).

- Tools of Supervision
  - Setting unit performance goals consistent with higher organizational performance measures
  - Communication skills
  - Situational Leadership- assessing leadership style consistent with individual staff maturity
  - Setting performance expectations, assigning work
  - Monitoring work performance
  - Coaching staff for performance improvement
  - Hiring staff
  - Adverse personnel actions
  - Evaluating personnel performance
  - General personnel rules
  - Virtual supervision
  - Anticipated changes
- Leadership and Management
  - Differences between leadership and management
  - Leadership in EPA organization
    - Leadership competencies
      - Knowing your customers and stakeholders
      - Linking vision, values to strategy, structure, systems
      - Integrating the work of the organization and stewardship
      - Continual Learning, thinking, changing and renewing
      - Enabling, empowering and energizing

- Developing willing followers
- Conflict Management
- HR Management
- Interpersonal Skills
- Diversity/Leveraging Diversity
- Oral & Written Communication
- Problem Solving
- Resilience, vision
- Service Motivation/Customer Service
- Technical Credibility, Integrity/Honesty
- Political Savvy
- Partnering
- Team Building
- Entrepreneurship
- Flexibility, decisiveness, influencing, negotiating
- Accountability
- Learning through the experience of others
- Management Competencies
  - Planning
  - Budgeting
  - Personnel Administration
  - Process Management
  - Project Planning
  - Gap Analysis
  - Action Planning
  - Building Relations
- Managing Yourself
- Aspects of a Well Run Organization
  - Performance Assessment Rating Tools
  - Government Performance Results Act
  - Balanced Scorecard
- Managing Human Capital
  - Best Practices
  - Anticipated Changes to Civil Service e.g. Performance Management Systems, Recruitment, Retention, Staffing and Compensation.
- Managing Performance, Assets and Investments
  - Establishing a Career Management Framework
  - Setting Performance Standards
  - Monitoring Performance
  - Focused Development Plan (FDP)
  - Confronting Poor Performance
  - Rewarding Positive Performance
  - Linking skills with Organizational and Future Needs
  - Developing Individual Development Plans
- Managing Change and Continuous Improvement
  - Assessing Where you are and What you need for Improvement
  - Creative solutions
  - Accountability

- Special Managerial Issues for First and Second Line Supervisors
  - Understanding your Place in the Hierarchy of different roles and responsibilities
  - Understanding the restrictions and expectations within the Government
  - Visionary
  - Taking Ownership of program

Deliverable 3. Presentation Phase. Within 60 days the selected supplier(s) will be required to present the training to members of the EPA Community. A short version of the training will be presented and modified as appropriate.

Deliverable 4. Within 90 days the supplier shall meet with the POC and Deputy Directors and evaluate additional course development and presentation. Following the development and presentation of the initial course, the selected supplier(s) may be asked to assist EPA on the design and presentation of additional management related courses. These courses will be in areas that expand upon the lessons taught in the LDP for managers course.

Deliverable 5. 360 Assessments. Contractors will provide an initial 360 assessment within 30 days of being awarded the contract and provide a final 360 assessment within 200 days to all participants in the LDP Training.

Contractors shall provide trainees or group feedback on 360 surveys:

- a. Discover personal leadership characteristics through self-analysis coupled with feedback provided by the EPA automated 360 instrument
- b. Create a safe sounding board to: Outline and test strategies to improve managerial supervisory skills and abilities and analyze feedback results via possible perception/mis-perceptions
- c. Encourage acceptance of different approaches to leadership and enable client to match leadership approaches to organizational needs
- d. Further the understanding of the leader-follower relationship with recognition of the strengths of shared leadership
- e. Establish organizational structures to support continuation of the planned change. The contractor will include in the assessment the participant's preferred communication learning style and make recommendations for improvement. A copy of the results of the assessment will be given to Senior Management for review and comment

Deliverable 6. Reporting and Meetings. Contractor shall provide Monthly Status Reports and a Mid Progress Report on the LDP Training at 120 days. The Mid Report should include a number of recommendations for improving the training and should be submitted to the EPA Point of Contact (POC) and the Training Officer. The contractor and POC will mutually develop the format of this report. Upon completion of the contract, within 30 days provide a Final Progress report regarding "lessons learned" and suggested options/alternatives to the POC. Meet at least quarterly by teleconference or meet in person during the period of the contract with POC to evaluate the LDP Training and make any necessary corrections/changes. Initial meeting will be within 45 days on contract initiation.

## **VI. Direct Travel Costs**

In addition to labor costs, EPA will reimburse all direct travel expenses including airfare, per diem, hotel, car rental, gas, toll gate, etc. Suppliers will be required to make travel arrangements no later than 24 to 48 hours of receipt of assigned task. Air travel at first class or business class is not authorized and will not be reimbursed. Suppliers will be required to travel overnight for up to one week depending on the task. EPA will not pay for normal expenses incurred by supplier such as document reproduction expenses and courier service/delivery expenses, unless specifically requested by the contractor. Also, EPA will not pay supplier(s) General and Administrative (G&A) expense. Contractor will estimate travel costs for their staff in their cost proposal.

## **VII. Payments of Invoices for Supplier Services**

Supplier invoices will be accepted on a monthly or quarterly basis. The supplier(s) will submit invoices for services in the form of one original and three (3) copies to the EPA, Administrative Services Division. All invoices will be reviewed and certified for payment by Contracting Officer's Representatives and other appropriate EPA officials.

Costs for labor and direct travel should be listed separately and aggregated on each invoice. Each invoice must contain both the total hours cost and direct travel cost for each task. Invoices not submitted in the correct format will be returned and not processed until complete adherence to EPA policy and guidance.

Invoices should include the following information conducted during the invoice period:

- Course name
- Date of training
- Length of training and number of participants

Supplier(s) will report costs for travel expenses separately for reimbursement. Travel cost will include but are not limited to airfare, hotel, per diem, toll reimbursement, car rental and any other costs deemed by EPA as applicable.

## **VIII. Status Reports**

The supplier(s) shall provide monthly written status reports to EPA Contracting Officer's Representatives detailing the progress made on each task, the individuals working on tasks, projected start dates, the status of work completed, and the time charges for suppliers. Any problems complying with timeframes should be communicated verbally to EPA's Contracting Officers, POC and the Training Officer immediately and then documented in the monthly status reports. EPA may change the format and content of the status reports at any time after 30 calendar days by written notice to the supplier(s). In addition, supplier(s) may be required to attend progress meetings at EPA's offices as needed. The purpose of these meetings will be to provide an opportunity to deal promptly with potential problems that may have been identified during the work. Progress meetings may be required for events such as scope limitations encountered while conducting the review and/or assessment.

## **IX. Period of Performance**

The period of performance shall be from the date of award through September 30, 2007, with a one-year option period. Option period can end if appropriate funding is not available. Additional funding may be allocated based on evaluation and assessment of the training program

### **Supplier Staffing Requirements**

1. Each supplier shall provide qualified staff level individuals meeting at a minimum the requirements as defined in this Statement of Work.
2. Assigned supplier personnel shall possess a comprehensive knowledge of the federal government and EPA, as well as organizational management and training experience.
3. Assigned supplier personnel shall possess a comprehensive knowledge of software and other audio visual aids that are used in a classroom environment.
4. Supplier personnel will be required to work from EPA's office in Region 6 and EPA's Houston Lab under each assigned task order. Suppliers will be tasked on an as needed basis, which may require overnight travel lasting up to one week depending on the task.
5. Supplier personnel assigned will be required to work 30 to 40 hours per week, including the travel time during the performance of an assigned task. However, depending upon the task requirements, there may be occasions when the supplier will be required to work more than 40 hours per week. In these instances, EPA will only pay the straight hourly rate. Hours worked shall be in accordance with EPA core hours of 9:00 am - 5:00 pm, Monday through Friday unless otherwise agreed to by the contracting officer's representative.
6. Supplier personnel may only be directed by the supplier. The Project Officer will work with the designated point of contact of the supplier to verify that the Statement of Work is followed.

## **X. Contract Modifications and Subcontracts**

Supplier(s) shall immediately communicate to the Contracting Officer Representatives, in writing, the occurrence of any event that may lead to a contract modification. Supplier(s) shall put all contract modification requests in writing with copies sent to the Contracting Officer's Representative and the Contracting Officer by certified mail. Any approval of contract modification can only be made by the Contracting Officer Representatives.

To ensure continuity, the contractor project manager will remain the same for the duration of this project unless requested or approved by the Project Officer. In addition, the EPA Project Officer, POC, will approve all sub- contractors and Training Officer based on input from the Deputy Directors.

## **XI. Contract Termination**

EPA reserves the right to terminate the contract with the supplier(s) with or without cause at any time during the contract period. In the event of a contract termination without cause, the EPA will give 30

days written notice informing the supplier(s) of its intention to terminate the contract on a stated date. During this 30-day period the supplier shall reduce cost and shall not incur any additional costs, the supplier(s) shall finish any assigned task in process and turn in all deliverables to EPA by the termination date.

## **XII. Equipment and Documentation**

Supplier(s) are responsible for having laptop computers. EPA will not provide any laptop computers required to perform tasks.

### **Electronic Requirements**

All final deliverables that are written documents shall adhere to the following electronic requirements.

Electronic documents shall be:

- Formatted for printing on an 8 1/2" x 11" paper. EPA will provide printer information.
- Delivered on 3CD-ROM labeled to identify the contents.
- Files over 500 KB shall be divided into smaller files while maintaining the sequential page order so that no reformatting is required when reassembling the files into its larger file. The duplication of more than 5,000 copies of a single page or 25,000 or more total impressions of a multi-page document is considered "printing" and, therefore, prohibited. If the total number of photocopies for this delivery order exceeds 5,000 copies, the contractor shall identify the photocopying costs by task and deliverable

Text files shall be submitted in Word 2000.

## **XIII. Oversight**

EPA's Contracting Officer's Representative will monitor overall implementation of the contract terms and will be assigned to interact with the supplier. EPA Contracting Officer's Representatives will review contractor developed presentation materials developed during the performance of the contract. Contracting Officer's Representatives will review developed training materials after the supplier completes its development of the materials. EPA will provide comments to the supplier(s) for consideration in making any needed changes to the draft training materials. Materials not meeting the requirements outlined in the contract will be returned to the supplier(s) for immediate correction. **EPA will not be responsible for corrections to supplier's materials. All corrections or required editing will be forwarded to the supplier and the supplier shall make the necessary corrections to the reports within 5 calendar days after receiving EPA's comments.** All training material developed during the course of performance shall be the property of EPA. EPA Contracting Officer's representatives will also oversee the delivery of training, and provide comments as necessary.

#### **XIV. Implementation**

Within five business days of the contract award, supplier(s) will meet with EPA representatives on the implementation of the contract. EPA reserves the right to change or amend the work at any time without prior notice to the supplier(s). EPA's Contracting Officer's Representatives will be responsible for communicating any changes to the supplier(s). The supplier(s) will ensure that all information remains confidential.

##### **Timing of LDP Training Deliverables**

EPA desires to begin the LDP Training by October 30, 2006, with a class size limited to 20 participants. The participants will complete the courses within 6-18 months of the start of the program. Additional participants may be added after the completion of the 1<sup>st</sup> year of the training program.

#### **XV. Security of Materials and Records**

Supplier(s) shall ensure that all individuals, having access to or custody of records relating to the contract, understand the security and confidentiality requirements of the contract(s). All information developed by the supplier(s) shall remain the property of the EPA. Supplier(s) shall return all computer files/records/materials to EPA at the expiration of the contract(s).

#### **XVI. EPA's Contracting Officer Representatives**

Terry Roundtree  
Point of Contact /Project Officer  
Management Development Division  
Environmental Protection Agency, Region 6  
1445 Ross Avenue  
Dallas, Texas 75202  
Phone: 214-665-6518

Cheryl Hill  
Contract Specialist  
U.S. Environmental Protection Agency, Region 6  
1455 Ross Avenue  
Dallas, Texas 75202  
Phone: 214-665-8505

Cindy Singletary  
Training Officer  
U.S. Environmental Protection Agency, Region 6  
1455 Ross Ave  
Dallas, Texas 75202  
Phone: 214-665-6558

## **XVII. DELIVERABLES SCHEDULE AND ACCEPTANCE CRITERIA**

<i><u>Table of Deliverables by Task</u></i>		
<b>Task No.</b>	<b>Deliverable Title</b>	<b>Due Date</b>
1	LDP Training Orientation	Within 30 days of the approval of the contract
2	Initial Assessment of Participants	Within 30 days of the first training course
3	Mid Progress Report on LDP Training Program	Within 120 days of the start of the training program
4	Final Assessment of Participants and Final Progress Report of LDP	Within 200 days of awarding the contract.

## **XVIII. Measures of Success**

The EPA will recognize that the LDP Training has been successful when the following steps are accomplished:

- Identification of one or two behavioral changes that would lead to more effective personal leadership for each trainee
- Trainees find the LDP Training provided new skills and enhanced their leadership and managerial effectiveness
- An action plan for each trainee that includes the development of an accountability element to insure effective change
- A means for reinforcing progress toward the desired change
- Positive feedback and satisfaction with the LDP Training and services by EPA participants

### **Attachment I**

#### **A. INSTRUCTIONS FOR PREPARATION OF PROPOSALS:**

The government intends to evaluate each proposal strictly in accordance with its content and will not assume that performance will include areas not specified in the offeror's written proposal. Therefore, you

are advised to closely read the following instructions and evaluation criteria before preparing your submission.

The evaluation will consist of two (2) phases: (1) a written technical proposal, and (2) an oral presentation to the Government. First, the written technical proposal will be evaluated to determine which offerors proposals are best qualified. Those deemed best qualified will be then be asked to give an oral presentation as the next phase of the evaluation process. Given this process, the written proposal should contain the offeror's best terms from a technical and price standpoint. This will ensure that offeror's written proposal has the best opportunity to fall within the competitive range of "best qualified".

#### **PHASE I. WRITTEN TECHNICAL PROPOSAL:**

The offeror shall submit the technical proposal in the following four separate segments to the contracting officer prior to the date and the time listed in the Request for Quote:

A. Technical Expertise/Personal Demeanor. The Offeror shall submit a succinct written technical proposal. It should include an implementation plan defining how the objective of the Statement of Work will be accomplished (no more than 40 pages). Incidents showing the ability to creating a supportive interactive style should be highlighted as well as specific examples showing expertise in assisting others in interpreting, analyzing and utilizing feedback from peers, supervisors and subordinates. Examples of Leadership Development Program Training conducted in the past five years. Written material includes one copy of the Representative Sample of the LDP Guide/Manual, the Contingency Plan, and the Quality Plan. Offerors shall submit one copy of written material as follows:

1. Representative Sample of LDP Guides/Manuals shall be the complete portion of the LDP Guides/Manuals for the Lesson Topic identified in Attachment II. This sample shall include copies of all graphics presented in the course with space provided for note taking and any handouts that are determined pertinent by the course instructor(s). Offerors shall also provide a syllabus.
2. Contingency Plan shall describe the method planned by the vendor to replace an instructor in the event of an emergency, illness, or death. Also, since the Government reserves the right to request that an instructor is replaced due to poor performance, this plan must address how an instructor will be replaced in this situation. Replacement instructors shall be within 24 hours at contractor's expense.

Quality Plan shall describe how the contractor plans on maintaining a high level of quality in the course.

B. Key Personnel/Resume. The Offeror must demonstrate that it will provide a diverse qualified staff for the performance of the tasks listed in the Statement of Work. For each key personnel, the Offeror shall describe qualifications, professional certifications (including organization and date of issuance) education (denoting college, degree and date of issuance), professional associations (identifying organizations and position held, if any) and experience of performing projects similar in nature. In addition, the Contractor should document any personal supervisory/managerial experience of the trainers (including the type of organization, dates' position held and the level of position).

C. Past Performance/References. The Offeror shall also provide three references

(Identifying organization/firm, addresses point of contact - Including position title and telephone/e-mail) who can evaluate performance based on similar requirements. The Offeror should provide specific examples of experience each potential trainer has had in assisting corporations, firms, or government agencies with similar mid manager or executive management training involving leadership behavioral change Initiatives within the last five years. This should include the dates of such experience, the number of clients trained as well as the level of managerial position of the trainee (first line, manager, executive) and specific objectives met.

D. Cost and Price Proposal The Offeror shall also include a cost and price proposal, including a labor-hour quote with a ceiling price for this requirement. The Offeror is required to provide a separate breakdown of the prices proposed for each training session as well as travel expenses. A narrative denoting the basis of each proposed element of the cost proposal should accompany the cost breakdown. Cost and Price information must be omitted from any other segment of the written technical proposal.

## **PHASE II. ORAL PRESENTATION:**

Those offerors deemed best qualified will be notified immediately to schedule a date for an Oral presentation. Oral presentations should be in sufficient detail to demonstrate that they can support the needs, programs and objectives as set forth in the Statement of Work (SOW).

The forum of the oral presentation is noted below. Following the oral presentation, the Government may request clarification of any points addressed which are unclear and may ask for explanation or substantiation by the offeror on any point which was not adequately supported in the presentation. Any such Interchange between the offeror and the Government will be for the sole purpose of clarification only and will not constitute discussions. The Government intends to award a contract without discussions. If the Government determines that discussions and revised proposals are necessary, the offeror will not be permitted to make any revisions to the oral presentation in writing or otherwise.

The oral presentation shall not encompass price.

### **A. Schedule for Oral Presentations**

Oral Presentations will be scheduled with offerors as soon as possible after the closing date for receipt of proposals. Following the evaluation of the written proposals, the contracting officer will contact each offeror who has been rated as **best qualified** to establish a date and time for the offeror to make an oral presentation. Oral presentation must be made within 10 working days of contact. Offerors shall complete their presentations on the scheduled date and time. Requests from offerors to reschedule their presentations will not be entertained and no rescheduling of presentations will be done unless determined necessary by the Government to resolve unanticipated problems or delays encountered in the presentation process. All oral presentations will be conducted in person and in English at EPA's Region 6 regional office.

### **B. Oral Presentation Format**

1. Offerors will make a 90-minute presentation (including 15 minutes for questions and answers) to the divisional representatives, contract specialist and POC. Questions will be posed during the oral presentation while any clarifications needed will be addressed at the conclusion of the presentation.

2. One or more of the personnel whom will be participating in the performance of the contract shall make the oral presentation. The individual who will have operational responsibility for contract performance shall be present and shall, at a minimum, answer questions directed to him during question and answer segment. An offeror shall send no less than two and no more than eight (8) persons to the presentations.
3. Presentation Media. The offeror may use overhead transparencies, charts or computer-assisted graphics to provide visual support for their presentations. Any equipment must be provided by the offeror.
4. Submission of material to the Government. Offerors shall submit all charts, graphs and transparencies during the oral presentation to the Government and ten (10) sets of paper copies. Offerors shall provide double-sided copies of the transparencies. Offerors may not change their presentation transparencies after this submission.

C.

Oral Presentation Topics

1. Introduction. The offerors should provide some information about themselves as a firm, briefly describing its organization, history, product and services. Offerors shall introduce the potential trainers.
2. Technical Expertise. Offerors shall provide an outline of their implementation plan to accomplish the tasks identified in the SOW. They should demonstrate their understanding of the subject matter, approach, resource requirements, deliverables, and schedule by describing the manner in which work would be accomplished
3. Past Performance/Credentials. Offeror should provide examples of prior accomplishments in similar efforts. Examples of specific actions, industries involved, challenges met and steps taken to achieve goals should be highlighted.

**B. EVALUATION FACTORS FOR AWARD**

Contract awards will be made to the supplier(s) whose proposals offer the best value to EPA in terms of technical and price features of the proposals. EPA will consider the combined technical evaluation factors significantly more important than cost or price. EPA is more concerned with obtaining superior technical performance than with making an award at the lowest overall cost. However, EPA will not make an award at a significantly higher cost to achieve slightly superior technical performance features. We will evaluate independently the technical and cost/price proposals for reasonableness. The following Technical Evaluation Criteria will be used to evaluate the offeror's technical quality both the written proposal and the oral presentation will be taken into consideration when evaluating each separate criteria in order of Importance.

A. Technical Expertise -60 points

- Professional Training Certification - (20 points)

- Experience in Training Mid and Executive Managers - (40 points)

The Offeror will be evaluated on their knowledge and understanding of the Statement of Work requirements. Offerors must demonstrate expertise in assisting supervisors and managers to expand their managerial and leadership skills/abilities through behavioral changes initiated under a similar implementation plan. Planned actions and results should be provided documenting the development of an effective change action plan that ideally includes a tracking mechanism (specific examples showing expertise in assisting others in interpreting, analyzing and utilizing feedback from peers, supervisors and subordinates should also be included). The Offeror shall demonstrate professionalism and expertise in effective communication in giving feedback on trainee's 360 surveys. Presentation will be evaluated to determine knowledge of subject matter, effective use of course materials/graphics, effectiveness of presentation, and thoroughness of content.

B. Key Personnel Resumes -30 points

- Experience as a Government or non-government Executive and/or Manager (15 points)
- Educational Background - Degree in psychology or business or both (15 points)

The Offeror will be evaluated based upon the availability of diverse qualified staff and experience levels of the personnel being proposed as key personnel for the performance of the tasks listed in the Statement of Work. The Government reserves the right to consider key personnel performance in oral presentations in its evaluation of key personnel. Presentation will be evaluated to determine knowledge of subject matter, effective use of course materials/graphics, effectiveness of presentation, and thoroughness of content

C. Past Performance References - 10 points

The Offeror will be evaluated on past performance information obtained by the Contracting Officer and/or government representative from any reference associated with the offeror's described references. The Government will evaluate the offerors experience in assisting corporations, firms, or agencies with similar LDP Training involving leadership behavioral change initiatives within the last five years using a similar implementation plan.

D. Cost

Offerors cost proposal will be a determining factor. Although cost and price is less important than the other factors noted above, it is an important factor and should not be ignored. The importance of price as an evaluation factor will increase when cost is so significantly higher as to diminish the value of the technical superiority of the offer to the Government.

Copies of the technical and cost proposal shall be electronically submitted to Contract Specialist Cheryl Hill at [hill.Cheryl@epa.gov](mailto:hill.Cheryl@epa.gov) by the due date.

## **Attachment II**

**STRATEGIC OBJECTIVE:** Develop the leaders of tomorrow so that the evolving mission of the agency can continue to grow with high quality, effective leaders.

- 1 Develop a leadership development curriculum for future leaders.
- 2 Ensure that the future leader has a specific leadership development directed Focused Development Plan in place annually which takes into account the development needs of that individual.
- 3 Discuss leadership development and activity on the FDP at mid-year and end of year performance discussion, for each future leader. The plan should be adjusted as needed at the mid-year or end of year performance discussions based upon individual needs.
- 4 Appoint a mentor to work with future leaders to assist in developing long-term leadership development career plans in addition to the annual individual development plan.

## **CORE VALUES:**

**RISK TAKING AND INNOVATION:** Taking responsibility for making change a part of the culture of the region including improving leadership.

**CHARACTER:** Maintaining high ethical standards and integrity and ensuring an atmosphere of trust in the organization.

**TAKING INITIATIVE:** Being empowered to take responsibility for one's own leadership and professional development.

**OPEN COMMUNICATION:** Communication should be welcome from all levels and should be open and honest.

**COMMITMENT:** Commitment to the mission of the Environmental Protection Agency and the leadership potential of every employee.

**SERVICE:** Excellence in the formulation of leadership, supervisory, and management practices.

**ACCOUNTABILITY:** Responsibility for achieving success in improving leadership at all levels of the organization.

## Program Structure

### 1. 8 Step Program:

- a. Agreement by Senior Staff on Assessment Criterion [listing below agreed upon on 11/21/2005]
- b. Enrollment of managers in Development Program
- c. Selection of 2006 Class by Senior Staff
- d. Senior staff evaluation of managers
- e. Senior Staff Mentor Assigned
- f. Focused Development Plan (FDP) Development by Contractor based on self assessment and Senior Staff comments
- g. FDP Review/Approval by Supervisor
- h. Implementation of FDP by manager

#### A. Assessment Criterion

##### ○ *Leadership Skills*

Visionary

Takes ownership of program

Ethical

Creative solutions oriented

Team oriented

Goal oriented

Communication skills

Accountable

Cross Culture Awareness

##### ○ *Management Skills*

▪ Mentor

▪ Planner

▪ Organized

▪ Negotiator

▪ Budget ability

▪ Produce quality and timely products

▪ Problem solver

##### ○ *Team Skills*

▪ Ability to build functioning teams

▪ Network well both within and with outside parties

▪ Empathetic

▪ Run functional meetings

▪ Ability to Delegate

Implementation: Each candidate would prepare a self-assessment and each Sr. Manager would prepare a candidate assessment.

- B. Enrollment
  - *Supervisors only (Branch Chiefs/Section Chiefs/Team Leaders)*
  - *Voluntary*
  - *6-18 months based upon the individual Focused Development Plan*
- C. Selection
  - *Class Size limited to 20*
- D. Senior Staff Evaluation
  - *Mandatory*
    - Existing supervisor
    - Past supervisor (s)
  - *Voluntary*
    - All others
  - *Qualitative Assessment*
    - High, medium, low
- E. Mentor Assignment
  - *Director or Deputy*
  - *No one from current Division*
  - *No more than 2/DD or DDD*
  - *Help with Development of FDP*
- F. Focused Development Plan
  - *Contractor \*Driven*
    - Contractor will develop a manager specific development plan based on input from self assessment and from Sr. managers assessment (input from manager and mentor)
    - Skills development and coaching activities limited to Focused Development Plan schedule
    - 15-day schedule deliverable deadline
- G. FDP Approval
  - *Supervisor Driven*
    - 15-day schedule
    - Conflicts discussed with Senior Staff at Brown Bag session
- H. Implementation
  - *6-18 month target*
  - *Monthly meeting with mentor*
  - *Monthly meeting with supervisor*
  - *Monthly progress report for Senior Staff*



## **LEADERSHIP DEVELOPMENT PROGRAM (LDP) FOR MANAGERS Application (Content)**

EPA Region 6

### **Application (Content)**

#### **Requirement of all applicants who desire participation in the program:**

1. Narrative – maximum of two pages on what the applicant has been doing (jobs) over the past several years.
2. Focused Development Plan (FDP) and Individual Development Plan(if one exists).
3. Short term and long term goals.
4. Commitment (Applicant) (this is a one pager that the LDP creates that each applicant must sign).
5. Concisely describes time commitment, types of activities and assignments, projects
6. Commitment (Supervisor) (this is a separate one pager that the Supervisor, second-line Manager and Division Director must sign).
7. Discussion/consultation has occurred with the applicant, agreement for participation, acknowledgment of workload impacts and that agreement reached with applicant on duties and accountability during program.

### **Application (Review/Feedback)**

A panel will review each application for program acceptance. As part of this process, feedback will be provided to each applicant through consultation to determine if any adjustments are needed, and that the applicant truly understands the scope of the program. The supervisor shall also be consulted to make sure all concerned are on the same page.

APPENDIX III

NOMINATION PACKET EVALUATION FORM



LEADERSHIP DEVELOPMENT PROGRAM (LDP)

Nomination Packet Evaluation Form

EPA Region 6

LEADERSHIP DEVELOPMENT PROGRAM

*The checklist below is to be completed by the Leadership Development Program Coordinator.*

Nominee's Name:

☐ Nomination Form submitted.

☐ Individual Development Plan and/or leadership training Information included.

☐ Nominee's personal time commitment statement answered in the affirmative.

☐ ECQ's addressed.

☐ Supervisory commitment signed.

☐ Supervisory leadership potential feedback included/

☐ Minimum of 3 years federal service requirement met.

☐ Grade level requirement met.

☐ Latest performance evaluation included and meets requirement of passing performance.


Comments / Observations:

Signature - Leadership Development Program Coordinator

Date:

# APPENDIX IV

## SELF-NOMINATION FORM

<b>Self-Nomination Form</b>		<b>LEADERSHIP DEVELOPMENT PROGRAM (LDP)</b>	
		<b>EPA Region 6</b>	
<b>LEADERSHIP DEVELOPMENT INSTITUTE PROGRAM</b>			
<b>Nomination packet materials checklist:</b> (NOTE: the nomination form and all materials must be submitted by deadline)			
<input type="checkbox"/> Completed nomination Form <input type="checkbox"/> Individual Development Plan and/or leadership training information <input type="checkbox"/> Copy of latest performance evaluation <input type="checkbox"/> Resume			
<b>NOMINEE INFORMATION</b>			
<b>1. Name: (Last, First, MI)</b>		<b>2. Permanent Full-Time Employee?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	
		<b>3. Time in current position:</b>	
		<b>4. Length of EPA Region 6 Service:</b>	
<b>5. Title/Series/Grade:</b>			
<b>6. Organization Mailing Code:</b>			<b>7. E-mail:</b>
<b>8. Office Phone Number:</b>		<b>9. Home Address &amp; Phone Number:</b>	
<b>10. Previous leadership training or special leadership activities attended over the past 3 years:</b>  <u>Date:</u> <u>Title or brief description:</u>			

11. Briefly describe your leadership responsibilities, including the length of time in your current position and provide examples of 2 significant results or accomplishments achieved:

12. Briefly describe the relationship between your career goals and the developmental opportunity for which you are applying. Describe the difference this program will make to the organization, your customers, and yourself (develop your weaknesses and enhance your strengths).

13. EPA Region 6, as part of its Leadership Development Program has developed what it envisions as its leadership model. Region 6's Leadership Development Program areas are aligned with the competencies and characteristics of the Office of Personnel Management's Executive Core Qualifications (ECQ's). The competencies and characteristics concentrated on for Region 6's Leadership Development Program have been tailored for aspiring leaders with the goal of forming effective leadership within the organization. For more information regarding OPM's ECQ's visit: <http://www.opm.gov/ses/ecq.html>

Briefly describe the relationship between this development opportunity for which you are applying and your level of experience relative to each ECQ.

ECQ 1 Leading Change

ECQ 2 Leading People

ECQ 3 Results Driven

ECQ 4 Business Acumen

ECQ 5 Building Coalitions/Communications

**14. Statement of Commitment (to be completed by your immediate supervisor)**

**Please describe how the nominee's participation in this program supports your organization's strategic direction or the agency's strategic goals. Indicate what you believe to be the nominee's strengths and weaknesses for leadership potential.**

**I certify that this individual is not on PAP or a PIP.**

**Supervisors Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

**15. Nominee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

**16. Division Director's Signature: \_\_\_\_\_ Date: \_\_\_\_\_**